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Defense AT&L *eLetter*

Acquisition Today for Tomorrow's Transformation



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Under Secretary of Defense (AT&L)*

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Message from the USD(AT&L)

Welcome to the first edition of the AT&L eLetter. This monthly, electronic publication will keep you up on the latest news to help you do your job – supporting the warfighter. I appreciate your hard work and the ethical, professional way you meet the challenges you face every day.

Recently, we announced some stellar performers who have made significant contributions to our mission. I extend my hearty congratulations to the winners of the [2005 Packard Award](#) and the [AT&L Workforce Development Awards](#) for their contributions.

I am proud to join you all in providing our warfighters the right capabilities to defend America and its interests. Many of you have had the opportunity to hear me speak on my [vision for the office of Acquisition, Technology & Logistics](#). I currently am working with senior staff to iron out 6 Goals for AT&L, so look here for the latest information on the goals, as well as new policies and initiatives, workforce management issues, and upcoming events that will be of interest to you in your critical role here in AT&L.

Acquisition Policy and Initiatives

Contractors Deploying with the Force. Significant questions of both international and contract law can arise when authorized contractor personnel accompany the U.S. Armed Forces. Department of Defense Instruction (DoDI) 3020.41, dated October 3, 2005 provides an authoritative and comprehensive roadmap of policy and procedures applicable to contractor personnel authorized to accompany the U.S. Armed Forces. [For more information...](#)

The Defense Federal Acquisition Regulation Supplement (DFARS) Procedures, Guidance and Information (PGI) Web site at <http://www.acq.osd.mil/dpap/dars/pgi/index.htm> is being developed as a companion resource to the DFARS. Containing mandatory and non-mandatory internal DoD procedures, guidance, and supplemental information, the DFARS PGI provides simple and rapid online access to information relevant to FAR and DFARS topics.

The Defense Acquisition Performance Assessment (DAPA) project will provide the Secretary of Defense and the 2006 Quadrennial Defense Review recommendations on how DoD can improve the performance of the defense acquisition system for major programs. For additional information, visit <http://www.dapaproject.org/>.

Workforce Corner

As a member of the AT&L Workforce, your current certification and other position qualification and tenure requirements can be traced back to the Defense Acquisition Workforce Improvement Act (DAWIA) of 1990. DAWIA has been revised various times since 1990 with the most significant changes being made through the 2004 National Defense Authorization Act. [For more information...](#)

Job Support Tools

The Performance Based Logistics (PBL) Toolkit, developed to assist Program Managers in designing and implementing PBL product support strategies, was launched in October and is accessible at <https://acc.dau.mil/pbltoolkit>. This comprehensive set of tools and references for integrating PBL into the logistical support of a weapon system systematically documents the

strategy and necessary implementation actions for effective use of PBL to attain the desired levels of support performance, cost management and customer satisfaction.

Web-enabled Integrated Framework Chart for Acquisition. The popular [Integrated Framework Chart](#), depicting the processes of DoD's three major decision support systems is now Web-enabled as a gateway to extensive knowledge assets to support your job performance needs.

The Pricing Support Tool, available at <http://pricingtool.dau.mil>, provides technical assistance, policy guidance, and refresher information primarily focused on assisting the contracting community in conducting cost or price analysis. The tool also describes techniques used in deriving fair and reasonable pricing. The Pricing Support Tool includes decision tree technology for three types of pricing: commercial, modified commercial, and non-commercial.

The Harvard ManageMentor modules are easy-to-use online performance support resources available through the Defense Acquisition University Continuous Learning Center at <http://clc.dau.mil>. The modules contain performance support information and materials on more than 35 topics fundamental to managerial success. [For more information...](#)

2005 Packard Award

John J. Young, Jr., Director, Defense Research and Engineering, presented the David Packard Award for Acquisition Excellence to three program teams at a ceremony capping the Program Executive Officer/Systems Command Commanders' Conference held November 16, 2005 at Defense Acquisition University, Fort Belvoir, Virginia.

The winners of the 2005 **David Packard Excellence in Acquisition Awards** are:

- 40mm Systems Contract Integrated Process/Product Team (U.S. Army)
- Joint Standoff Weapon Team (U.S. Navy)
- Deployable Joint Command and Control Team (U.S. Navy)

Mr. Young praised the winning teams for using innovative ways to expand the talents of their people, extend the life of our materiel, stretch the purchasing power of every dollar, and for demonstrating new ways to work with industry to manage their projects.

"President Bush has asked every member of the government team to get maximum value for each tax payer's dollar. The winning teams have met this challenge, getting capability to the warfighter faster and at lower cost," Young said.

He also applauded the thousands of ethical, conscientious professionals who dedicated their lives to making the Department of Defense a stronger, more effective organization.

Each year, The David Packard Excellence in Acquisition Award recognizes DoD civilian and military organizations, groups, or teams that made highly significant contributions and demonstrated exemplary innovation and best acquisition practices. These awards reflect achievements that exemplify the goals and objectives established for furthering life cycle cost reduction and acquisition excellence in DoD.

The Program Executive Officer/Systems Command Commanders' Conference is sponsored annually by the USD(AT&L). This year's theme was "Program Execution: Issues and Challenges." The conference brings together the defense industry and defense acquisition leaders to address the most compelling current issues in the acquisition arena.

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Second Annual USD(AT&L) Workforce Development Awards

On Nov. 15, Director of Defense Research and Engineering John J. Young, Jr. presented the DoD AT&L Workforce Development Awards to four organizations during the fall 2005 Program Executive Officer/Systems Command Commanders' Conference luncheon held at Fort Belvoir, Virginia. Mr. Young

presented the awards on behalf of the Under Secretary of Defense for Acquisition, Technology and Logistics Kenneth Krieg, who was unable to attend. The award program recognizes field organizations that have made a profound and lasting contribution to career-long learning and development of their employees and serves to capture best practices for other organizations to adopt.

Mr. Young noted that 21 field organizations submitted applications for the 2005 USD(AT&L) Workforce Development Awards. He called them all winners and “engines for success” in supporting the workforce through initiatives such as mentoring, job shadowing, peer-to-peer learning, on-the-job training, and rotations.

Of the four winning field organizations, Mr. Young described their efforts as innovative human capital initiatives “that I hope each of you will look at and consider emulating because they’ve been judged to be successful—and they have been successful” He and the judges saw common threads amongst the four winners: leadership commitment; a strategic approach to career-long learning; a strong leadership development program; an allocation of resources—both time and dollars—to the success of the program; and training and development initiatives that people embraced and can make use of. The winners for 2005 are:

- **U.S. Army Armament Research, Development & Engineering Center, Research, Development & Engineering Command – [Gold Award]**

The U.S. Army Armament Research, Development & Engineering Center established the Armament University (AU), offering 425 credit and short courses with an annual attendance of over 5,000; and also implemented Lean/Six Sigma initiatives (a first for any government agency), representing profound cost savings and changes in the way they do business.

- **Naval Facilities Engineering Command (NAVFAC) – [Silver Award]**

The NAVFAC Acquisition Directorate redirected the focus of the Naval Facilities Acquisition Center for Training (NFACT) from that of a training center to managing the content of the contracting processes in the NAVFAC Business Management System; and also developed the Engineering Network (E-NET), a group of practitioners who are forming the knowledge base to support NAVFAC managers throughout the installation life cycle.

- **Defense Information Systems Agency (DISA) – [Bronze Award]**

DISA developed a Career Management Program for its employees, using such developmental activities as job shadowing and peer-to-peer learning; an automated tool called the DISA Talent Management System, which employee and supervisor jointly use to select appropriate learning and performance support elements; and a course evaluation process to ensure training, development and educational opportunities meet the needs of learners.

- **Defense Logistics Agency Training Center (DTC) – [Bronze Award]**

DLA instituted an “Understanding the Big Picture” initiative to ensure its workforce understands the mission, values, functions, and logistics across the agency to better streamline processes and move from a geographic focus to a customer and supply chain focus; and also provided developmental activities that satisfy the needs of employees at all levels through its Enterprise Leader Development Program, New Supervisor Certification Program, and Executive Succession Planning Program.

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Ken Krieg’s Vision Statement for the OSD (AT&L)

Having spent half of my career in industry, I have learned to center my strategies on customers’ expectations and definitions of success.

Our customers – the joint warfighters – are demanding, and rightfully so. They expect us to provide the capabilities they will need to defend America and its interests, not just today, but into an uncertain future.

We also have a responsibility to the American people, particularly as taxpayers, to wisely invest their hard earned money in our Nation’s common defense. And as the representatives of the American people, Congress must also be well-informed of our efforts.

In serving all of these stakeholders, I believe we at DoD must, first, define performance and make decisions using facts; second, we must align authority with responsibility and assign accountability for success; third, as decision makers, we must balance the costs and risks of our various choices; and, fourth, as overseers, we must build business processes that have both agile performance and strong oversight.

While performing all of our duties within this framework, we must exercise discipline in our processes and oversight so that we can at least attempt to avoid major surprises. Above all, we must demand the highest integrity that is due to the public interest we serve, and work in an atmosphere of transparency.

As we incorporate these basic principles into our daily routine in Acquisition, Technology and Logistics, we also are mindful of how business at the Department is changing as a whole. And it is changing dramatically.

With an eye toward jointness, an eye toward interoperability and an eye toward agility, we are evolving a set of new Defense Business Practices within the Department's Quadrennial Defense Review with these three over-arching guidelines: We must be responsive to stakeholders; empower accountability; and work smarter, not just harder.

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Contractors Deploying with the Force

Significant questions of both international and contract law can arise when authorized contractor personnel accompany the U.S. Armed Forces. Department of Defense Instruction (DoDI) 3020.41, dated October 3, 2005 provides the authoritative and comprehensive roadmap of policy and procedures applicable to contractor personnel authorized to accompany the U.S. Armed Forces. One significant category, Contractors Deploying with the Force (CDF), is subject to special deployment, redeployment, and accountability requirements and responsibilities. They usually work for the U.S. Armed Forces under a deployable contract agreement in peacetime and in many cases have a long-term relationship with a specific unit. CDFs do not include third country nationals or host nation personnel.

CDFs may support contingency operations through the indirect participation in military operations by providing communications support, transporting munitions and other supplies, performing maintenance functions, providing security services, and logistic services. Under applicable law, contractors may support the U.S. Armed Forces operations as civilians accompanying them, so long as such personnel have been designated as such and have been provided the appropriate identification card. If captured during armed conflict, CDFs are entitled to prisoner of war status.

This instruction stresses several key areas—

- The contract is the principal legal basis for the relationship between DoD and the contractor. Its language should be clear and accurate as to what the contractor is responsible for performing, describe the relationship between the contractor and DoD, and contain clauses that will ensure efficient deployment and protection of CDFs;
- The level of protection should be delineated in the contract language, i.e. clauses and use of a security plan that explains how DoD will protect contingency contractor personnel in locations where there is not sufficient or legitimate civil authority or because the contractor cannot obtain effective security services (subject to approval, CDFs may be armed for individual self-defense);
- DoD to maintain a joint database of CDF personnel by name and summary of services or capabilities;
- A specific deployment center or process be designated for CDFs preparing for deployment and redeployment;
- All CDFs should process through the Joint Reception Center (JRC) designated by the geographic Combatant Commander;
- DoD contractors to be required to provide medically and physically qualified CDFs to perform contingency operations duties; and
- All costs associated with the treatment and transportation of CDFs to a selected civilian facility will be the responsibility of the CDF, their employer, or health care provider.

For a copy of DoDI 3020.41, visit

http://www.dtic.mil/whs/directives/corres/pdf/i302041_100305/i302041p.pdf. For additional related information, check out the “Contractors Accompanying the Force” Community of Practice at <https://acc.dau.mil/caf>.

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AT&L Workforce – looking back and looking forward.

The responsibility shouldered by the 134,000-strong DoD AT&L workforce is enormous. In 2005 alone Congress provided \$140B to DoD for procurement as well as research and development. Recent statutory and policy changes as well as current DoD reviews, such as the Defense Acquisition Performance Assessment, continue to influence improved effectiveness of DoD’s critically important acquisition workforce. Mr. Ken Krieg, USD (AT&L), testified recently to both the Senate and House Armed Services committees regarding DoD’s commitment to ensure a continued high-performing, agile and ethical workforce.

As a member of the AT&L workforce, your current certification and other position qualification and tenure requirements can be traced back to the Defense Acquisition Workforce Improvement Act (DAWIA). DAWIA is the foundation for DoD’s Acquisition Education, Training, and Career Development (AET&CD) program as implemented by DoD Directive 5000.52. DAWIA became law on November 5, 1990. A conformed version of DAWIA is available at www.dau.mil/library/DAWIA.asp.

For improved background understanding of the “why” of DAWIA, it’s helpful to review the reports and workforce-related recommendations of the 1985 Blue Ribbon Commission on Defense Management (AKA the Packard Commission) (www.dau.mil/library/blue_ribbon.asp). The Packard Commission recommended that DoD “enhance the quality of acquisition personnel.” DAWIA was a significant step by Congress and DoD towards this objective.

In 1990, DAWIA required DoD establish an acquisition workforce with specific experience, education, and training qualifications. It also established management structure and other requirements which were implemented through DoD Directive 5000.52 (<http://www.dtic.mil/whs/directives/corres/html/500052.htm>). The purpose of the AET&CD program is to create a professional, agile and motivated workforce that consistently makes smart business decisions, acts in an ethical manner, and delivers timely and affordable capabilities to the warfighter.

DAWIA has been revised various times since 1990 with the most significant changes being made through the 2004 National Defense Authorization Act (NDAA). A chronology of changes follows:

- November 1990: Congress enacts DAWIA (Title 10, USC, Chapter 87)
- October 2000: FY01 NDAA amends DAWIA, revising the education requirements for 1102s and Contracting Officers with warrants above the simplified acquisition threshold to require a baccalaureate degree and 24 semester hours in specified disciplines.
- December 2002: FY02 NDAA amends DAWIA, expanding the 1102 education requirements to members of the armed forces in equivalent occupational specialties, providing for limited exceptions. The law establishes alternative minimum education requirements for the contingency contracting force and provides authority to establish developmental programs.
- November 2003: FY04 NDAA amends DAWIA, providing a number of flexibilities to enable DoD to more effectively develop and manage the AT&L Workforce.
- October 2004: FY05 NDAA amends DAWIA, changing Acquisition Corps membership requirements and providing flexibility in the designation of Critical Acquisition Positions (CAPs).
- January 2005. OSD issues revised DoD Directive 5000.52.

The recent NDAA changes (FY04 and FY05), collectively called DAWIA II, improve and expand Secretary

of Defense management flexibilities and require establishment of a single acquisition workforce.

In January 2005, DoD re-issued the implementing DoD Directive 5000.52.

In implementing DAWIA II, DoD's guiding implementation principle has been centralized policy, guidance, and metrics and decentralized execution.

Through a working group comprised of OSD staff and representatives from the military departments and defense agencies various changes have been implemented and are underway:

- Establishment of an integrated workforce governance structure to enhance strategic department-wide workforce management and decisions. This structure includes the AT&L Workforce Senior Steering Board and the AT&L Workforce Management Group.
- Establishment of a single Defense Acquisition Corps and standard membership criteria.
- Establishment of Key Leadership Positions (KLPs). Currently being identified by the components, KLPs are critical acquisition positions that represent a significant level of responsibility and authority and are key to the success of a program or effort.

Work continues to include issuance of the new DoD Instruction and an implementation guide that will help workforce members, supervisors, and other workforce managers understand new policy, guidance and processes.

Mr. Krieg has directed a comprehensive workforce capability analysis be conducted and integrated with the results of the DAPA and QDR to form the new AT&L Human Capital Strategic Plan. This plan will be completed within 120 days of completion of the QDR. We will keep you posted on progress and changes as we go. Stay tuned to www.dau.mil/workforce for the latest on this and more AT&L workforce information.

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Web-enabled Integrated Framework Chart

The Defense Acquisition University (DAU) has recently launched an important new tool for the workforce to find information related to the three major DoD decision support systems. The Web-linked [Integrated Framework Chart \(IFC\)](#) serves as a pictorial roadmap of key activities of the three major decision support systems:

- Capabilities Development (Joint Capabilities Integration and Development System (JCIDS));
- Acquisition Management (Defense Acquisition System); and the
- Planning, Programming, Budgeting, and Execution (PPBE) process.

By selecting a milestone, phase, or library view, the user can view in detail various elements of the acquisition process and can drill down to a particular activity block linked to a template of knowledge assets containing pertinent acquisition information about that activity. The back of the printable chart is also web enabled.

The IFC is accessible at the DAU home page (<http://www.dau.mil>) under Knowledge Sharing/AKSS, or directly at <http://akss.dau.mil/ifc>.

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The Harvard ManageMentor Modules

The Defense Acquisition University (DAU) has partnered with Harvard Business School Publishing to procure the Harvard ManageMentor modules. The modules are easy-to-use online performance support resources that provide information and materials on more than 35 topics fundamental to managerial success.

The modules are available to the AT&L workforce, select members of the private sector that have attended

DAU courses, and students that receive training through the Federal Acquisition Institute/DAU partnership. They are available through the DAU Continuous Learning Center at <http://clc.dau.mil> or directly through the ATRRS registration system. They will not be available to the general public due to proprietary considerations. Each module is worth 1 Continuous Learning Point (CLP).

[Technical Assistance](#)

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